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UNITED STATES DEPARTMENT OF AGRICULTURE  
Agricultural Marketing Administration  
Washington, D. C.

November 16, 1942

PERSONNEL DIVISION MEMORANDUM NO. 9

To: Branch and Division Chiefs and Regional Directors  
From: Frederick C. McMillen, Chief, Personnel Division  
Subject: Utilization of Manpower in A. M. A. with Particular Reference to Stenographic Workers

In Administrator's Memorandum No. 33 particular attention was called to the importance of better utilization of manpower in this Administration. In this connection everyone is familiar with the fact that considerable difficulty is being encountered in the recruitment of stenographic help. The Civil Service Commission has stated that the supply of stenographers is rapidly becoming depleted. For this reason it is extremely important that every office make complete use of the services of employees who are qualified to perform stenographic duties.

Under the circumstances will you please make a thorough inventory of your personnel with the view to making better use of employees with stenographic qualifications? It may be desirable in large units to pool stenographic resources by making available to dictators within the immediate organizational units the services of persons qualified to do stenographic work and spread out among other employees who do not possess these qualifications the other kinds of clerical and typewriting duties.

*Frederick C. McMillen*

Chief, Personnel Division

